DARESAY

THE TEAM WORK KIT

Facilitator's guides for
Teamwork Kit activities

WHAT IS THE TEAMWORK KIT?

The Teamwork Kit is a collection of methods designed for creative, resilient teams who want to deliver great work together. These teams take a task they haven't seen before, and have the habits and norms to build reflection loops, cultivate safety, and solve problems effectively, reliably.

A team of designers began reshaping and documenting Daresay's internal way of working in early 2016. With the help of consultants, content professionals, visual designers, client feedback, and a lot of trial and error, we've packaged our ways of working for anyone to use—that's what you're holding right now.

These guides will help you through each of the five Teamwork Kit activities: Foundation, Alignment, Conclusion, Feedback and Popup. You'll also find these guides in the second half of The Teamwork Kit Handbook, which contains tips on facilitation, self-assessment questions, and advice on making the case for better teamwork.

Safety first, no matter what comes next.

TEAMWORK ACTIVITIES

FOUNDATION 8

Check-in 14
Introduce The Teamwork Kit to Your Team 16
Work Group or Project History 18
Goals and Deliverables 20
The Team Template and Map 22
Work Culture 28
Plan Your Journey 32
Team Fun 36
Action List 38

ALIGNMENT 40

Check-in 46
Update Foundation Posters 48
Timeline Exercise 50
Start, Stop, Continue 52
Priorities and Actions 54
Feedback 55

FEEDBACK 58

Decide Feedback Rules 64
Templates To Do Activities 65
Give Feedback 66
Check Out and Praise 68

POPUP 70

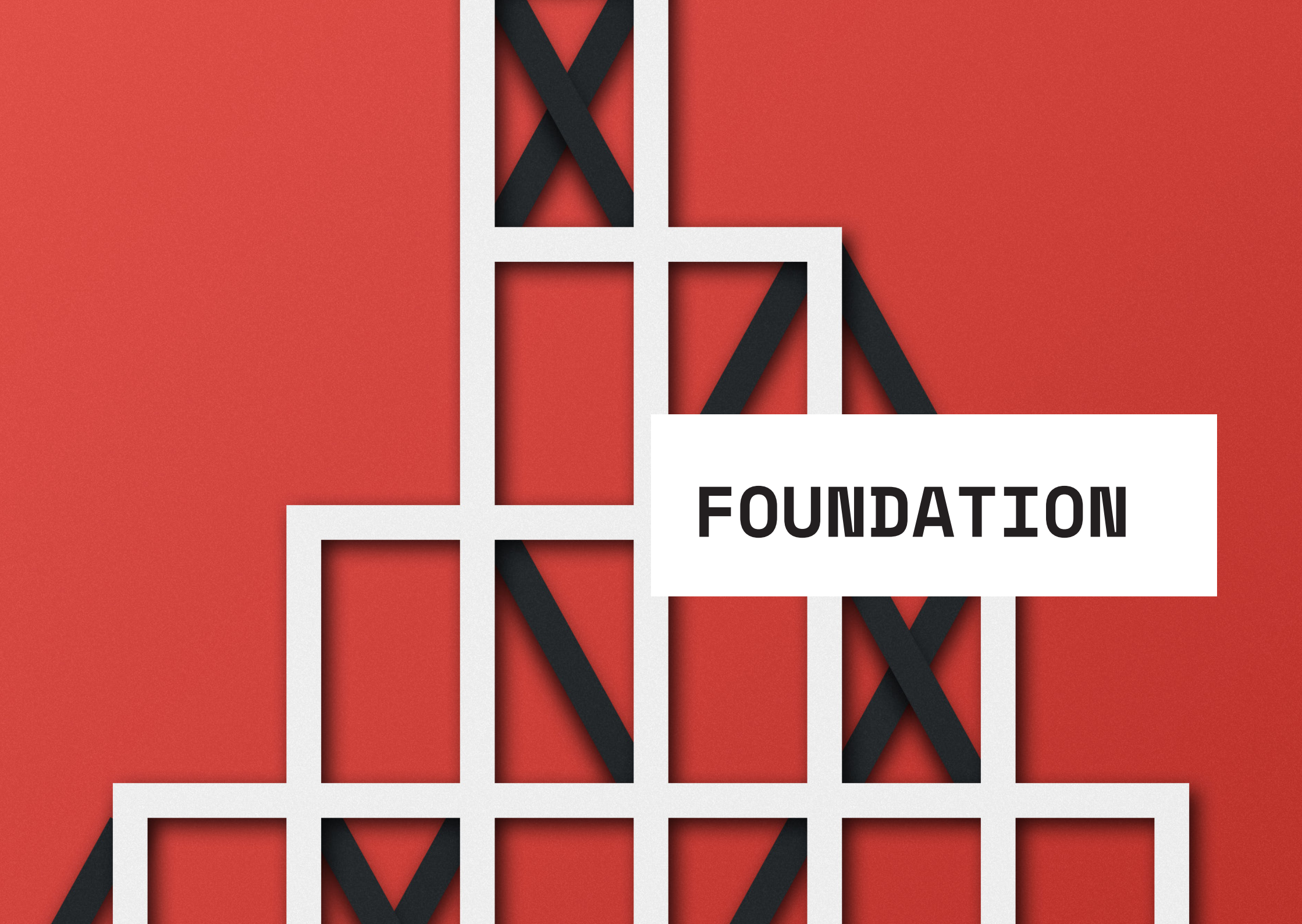
Invite Your Guests 76
Set Guidelines and Expectations 78
Projects and Challenge 79
Feedback and Discussion 81

CONCLUSION 82

Check-in 88
Timeline Exercise and Project Milestones 89
Share and Collect Feedback and Insights 92
Feedback on the Project 93
Check Out and Praise 94
Celebration 96
Documentation 98

LISTS 100

The Teamwork Kit Inventory 102


FOUNDATION

INTRO

Whether it's an addition to your project kickoff meeting or you combine it, the Foundation workshop will help you create a basis from which everything else can flow: how you work together, what kinds of interactions will build trust, and how to give voice to your hopes, fears, ideas and plans. You may want to use slide presentations, a flipchart or whiteboard, or just print the materials you need.

If you're working with a group of 3 or 5 people, it should take around 2 hours – which is what our time estimates are based on, but the larger your group is, the longer you should spend on the tasks. A group of 10, for example, or more should block out the better part of a day – just don't forget to take regular breaks. You can shortcut some of the items, and you should always be mindful of timeboxing, but it's important for everyone to get time to speak in the group.

Before you start, make sure you send the invitation to the team.

INVITATION TO YOUR TEAM

Dear Team,

As you know, part of our work on [name of project] will include some sessions that specifically focus on how we're doing as a team. These are part of our journey toward becoming a better team, which will make our work environment a more trusting and rewarding one.

We'll start with the Foundation session, which is the longest of these workshops. It's designed to bring clarity to roles, responsibilities, and expectations before we start, so we can avoid issues with those later on.

I'll bring the workshop materials and take us through the process. I've booked [X] hours in [Y location] and [add information about access to food and toilets!].

You don't need to prepare anything, but it is useful to think about:

- ☑ How to clarify your roles and responsibilities in the project
- ☑ What, if any, development goals do you have that could relate to it
- ☑ If you have any access or other needs (e.g., time restrictions, accessibility concerns)

Thanks, and see you at the [location].

[Your name]

You can copy and paste this email template

STEPS IN THIS SESSION

Time estimated:
3–5 participants = 2-3 hours

(The larger the group, the more time you need for each task.)

1 Check-In

10 min. The team takes a few moments to say hello and talk about where they are at this specific time. It might be just a hello, or it could flag a need to reprioritise. (13)

2 Introduce The Teamwork Kit to Your Team

10 min. Even if all the members have used it before, a refresher might be necessary. (14)

3 Work Group or Project History

20 min. The kit is designed for project teams, but it can be used in any group. If there isn't a specific project to be introduced, have the initiator of the process outline the background of your current work together. (16)

4 Goals and Deliverables

20 min. You probably know what the outcome of the project is supposed to be, or, if you're at Point A, what Point B or C looks like. But how will you get there? Often, we think this element is fairly clear, but this is always a good opportunity to lay out how we each see the path in front of us. (18)

5 The Team Template and Map

20 min. All the elements and methods together are valuable as a whole, but the Team Template is among the most valuable in its own right. The template helps everyone understand how each person fits in, the team map shows them exactly where. (20)

6 Work Culture

20 min. Now you'll start connecting the dots, connecting your work with your own values and those of the organisation. And you'll make some rules that address the needs of the team and its members. (26)

7 Plan Your Journey

20 min. What's ahead and how will you get there? By now, everyone has some plans, but also some concerns. The Stinky Fish exercise is a space to talk about the worries and issues we see in our way. Talk about those, then make the team routine together. (30)

THE TEAMWORK KIT

1. Check-In

The check-in is a chance for the team to fully arrive, physically and mentally, and express their feelings and moods about the project work or the day ahead of them. This is where “I’m tired because my kid was up all night and I think I need some boring tasks to focus on” and “I feel happy because tomorrow is my birthday” are relevant. They might not be about the work, but they’ll certainly affect the work. Don’t skip this – making space for these small moments will help build trust incrementally.

What to do

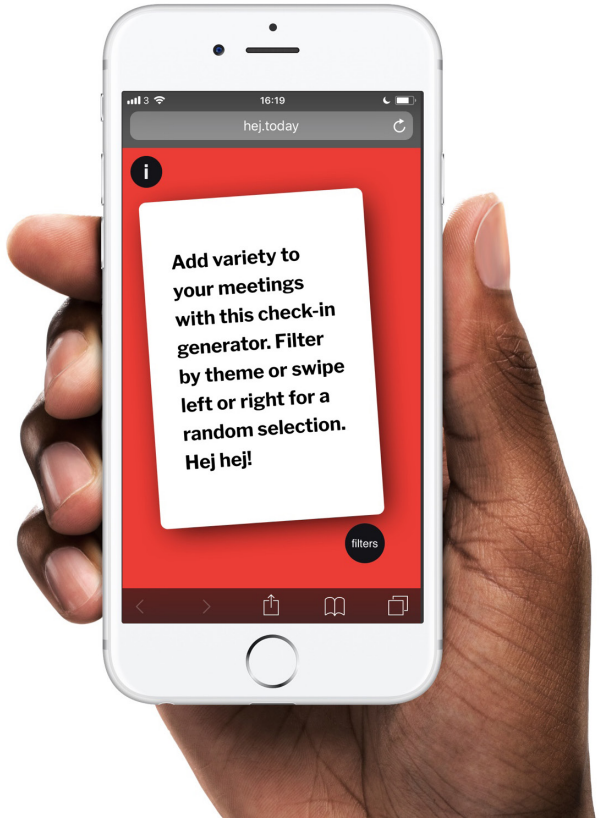
▷ If they’re used to doing check-ins, just ask “Who wants to start?”, but if they’re still new to them, offer your own, or ask someone who is usually eager to speak up if they’d be willing to start.

▷ If participants aren’t comfortable offering information without a prompt, set a theme or ask a specific question. Otherwise, just let them decide.

▷ If your team isn’t used to checking in, start with one yourself, to help team members distinguish between this and a stand-up.

▷ Try using a timer. Add 60–90 seconds for each person, which should be more than enough, and will help participants prioritise what’s most important for their colleagues to know about.

▷ If anyone has shared something that indicates they need help prioritising or they need a different focus for the next while than what was planned, note that and talk about it during the “priorities and actions” section of the workshop, or privately, afterward.



Try the Check-in generator

THE TEAMWORK KIT

2. Introduce Teamwork Kit to Your Team

Time: 10 min. **Material:** A4 papers, colourful pens

Use the slides in the kit, or create your own. If the group isn't familiar with The Teamwork Kit, you plan some extra time to make sure they know why they're there. If you think (or know) there are some skeptics in the room, this is a good time to offer some compelling arguments. Chapter 4 of the Handbook is designed to help with those.

The activities are the backbone of the formula, but they aren't end states. Where the approach is most effective, the habits around trust and safety, active listening, and constructive feedback will have started filtering through team members' other work and relationships, and into the wider organisation. If some of the members have used it before, have the experienced participants say a few words about what it is and why you're doing it. Even invite some suggestions about how to make the process work in your particular team.

It can't be stressed enough that while being open and transparent is important that no one is expected to walk in ready to feel and express a sense of safety immediately.

This isn't just the foundation for your work, this is a session that helps you lay the groundwork for the trust and safety you'll be building together over time. It's important to tell the team this explicitly, so they'll be better able to accept whatever starting point they're at.

READ THE ROOM

People play a range of roles on teams. Read the room and try to determine where your cheerleaders and your doubters are. It can help to get cheerleaders a little more involved when energy is flagging, and use the times when you feel in 'flow' to start drawing the doubters out a little.

3. Work Group or Project History

Maybe you're all clear on why you're here, but does everyone know how we got here? Whether it's a project, a team, or a new company or division, it's valuable for each person to understand the background story.

What to do

Time: 20 min. **Material:** A4 papers, colourful pens

You can do this in one of three ways:

1. **Invite and speak** – Invite the person who initiated the project to speak to the group for 10 minutes. Make sure they're prepared and know what to say. Send them the questions above and leave it up to them. This method works best if the project initiator is already familiar with the toolkit, since they'll have a good understanding of what's needed and why.

2. **Interview** – Ask the project initiator to just show up and be interviewed. Give them an overview of what you're looking for, but make sure they know you'll guide them through what to say to the group. Use the questions above to help you.

3. **Make a presentation** – Using the guide questions, get the project initiator to pass the information to you in advance, and prepare a short presentation to the team.

YOUR TEAM NEEDS TO KNOW:

- ☑ **How did the work start?**
  What kinds of meetings, scoping sessions and sales processes have there been?

- ☑ **Who's involved?**
  What are some of the key internal and external relationships, and who has been part of the pre-project planning?

- ☑ **Why are we doing this work?**
  Which elements of this project allow the team to see where their work fits into their organisation's overall values?

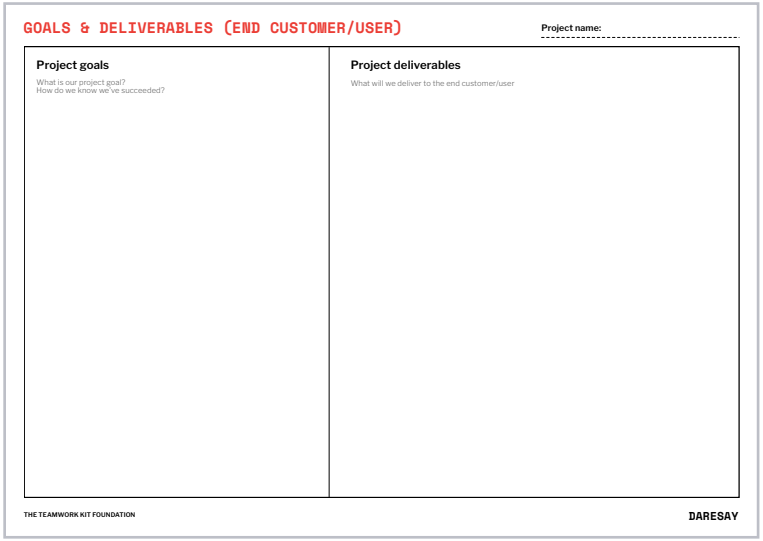
- ☑ **What do you see?**
  Be as open as you can be about opportunities, glitches to date, and potential challenges.

4. Goals and Deliverables

What are your goals and what are the individual pieces of the project going to look like, for your end users and for your client? Even if you've done a project kickoff and you have a clear brief, this is a useful way to understand how each person sees the project, and to spot any gaps in the goals and value for the end user or the client. It will help you answer the question:

How do we know we've succeeded?

You'll be better at balancing the needs of the client with your advocacy for end users once you have all of these things in focus.



Goals and Deliverables poster

What to do

Time: 20 min. **Material:** A4 papers, colourful pens

You can print these out in A3 (or larger, if you have access to a large format printer), or you can do it on a whiteboard – just remember to document and save the results.

Let participants know to use one idea per sticky note, so it's easier to move them around for clustering later.

It's also possible to do the client-value section first, especially in a team that doesn't work closely with end users.

If participants are struggling, use the sample posters, or seed the discussion with examples from previous projects in your organisation.

Make sure everyone gets a chance to write some ideas down individually – this is one area where group brainstorming can produce less effective results.

Encourage the team to be specific about the client and customer value.

5. The Team Template and Team Map

Time: 30 min. **Material:** A4 papers, colourful pens

Who are you? Where are you? How will you contribute and who will benefit? This is another area that often seems obvious but is rarely as clear as it can be. It's one of the most important pieces to talk about in a project, and helps everyone see their own and others' value, needs, and challenges before the work starts.

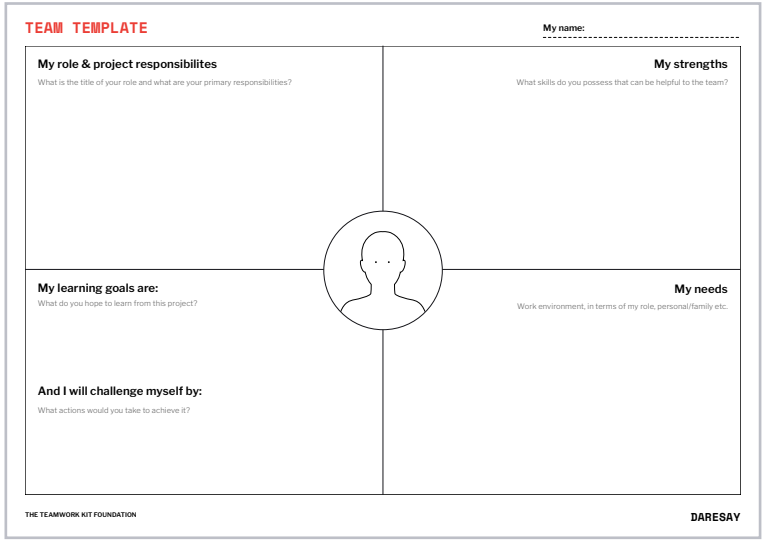
The Team Template

This isn't the polite, condensed holiday dinner version. The Team Template is the real, extended answer to *"What do you do all day?"* and it goes beyond just what's in your official job description. If there's a section not to shortcut, ever, it's this one, even if you all know each other already. You'll be surprised at what you learn about your teammates and about yourself, and, a few weeks from now, you'll be glad you have a real picture of what everyone is actually responsible for, capable of — and worried about. During times of stress or flagging energy, you'll be able to draw on people's strengths, tap into their development goals, or understand a need that isn't being met, without getting in the way of the project progress.

What to do

Give a good example. There's a sample in the Foundation deck, but you can also fill out your own and use it as an example to follow. People without experience of The Teamwork Kit will want to make sure they get it 'right', so it's important they understand how to do that.

Remind the team that their responsibilities, goals, and needs can be practical, skills-based items and culture goals. They should stay close to the project work, but when work is personal, those things will overlap.

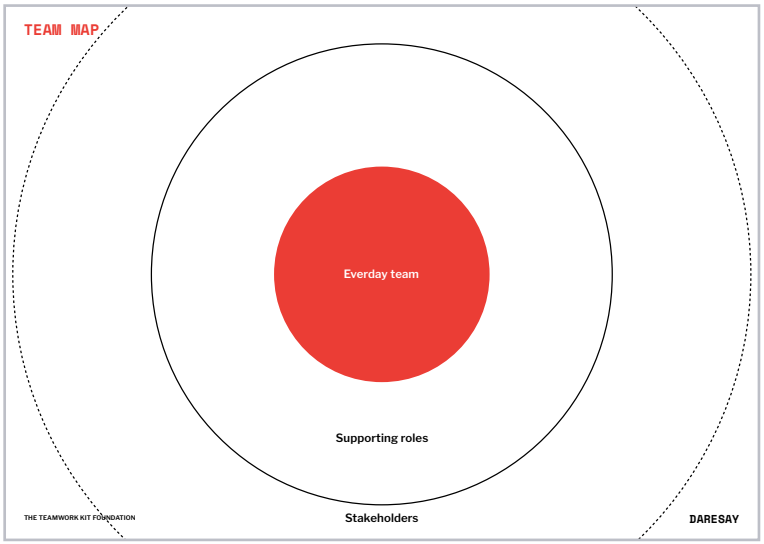


Team Template poster

Don't rush people through their presentations of their templates. Especially give a little extra room to people who tend not to speak up, or who undersell themselves. Having the room focused on supporting and validating them as a person and colleague can be a useful early confidence boost.

When each person has presented, if think about whether anything is unclear.

Your role as a facilitator is to ask questions that help the team clarify things for themselves. Bring up any obvious impediments or confusion, such as overlapping responsibilities or needs that seem incompatible, and help them by guiding them toward a plan.



Team Map poster

The Team Map

Once you've established who is on your team and what you're all there to do, the team map will help everyone understand where this group is in the constellation of stakeholders, managers and clients. The purpose of this is to map out the 'everyday' team, including the supporting roles or people, including clients and stakeholders. The goal is to make it easy to find out where the points of contact are for each team.

It's common for the 'decider' role to be outside of the everyday team, so make sure it's clear who that is. It's important for the team to know who can influence their work in various ways and who they should contact for support if they need it.

All of this goes on the Team Map.

What to do

You can do the team map in advance of the session if you need to save time. Whether you actually draw it in advance or you plan to do it with the group, gather the knowledge you need beforehand. The team might be able to augment it, but you'll need to supply as much as you can.

Make sure you outline the everyday team (people who are 80–100% in the project, or whatever the maximum involvement is), the people in supporting roles (who have an interest and can influence the project, but are perhaps 50% involved), and the stakeholders (product owners, steering

groups, external managers, and people who have some time, but not much—perhaps 20–30%)

▷ Show the team the map and walk them through it. Who are each of these people? What are they responsible for, interested in, or in charge of? Where and how can you find them—and why might you? Should you ask or approach them directly, or are there protocols or communication chains to know about? How are they connected, to the team and to one another?

▷ Leave some time and space for the team to ask questions and make observations. If team members have experience of navigating this particular internal structure, or one like it, see if they have any special insights that can help the group.

TIME CRUNCH

If you're tight on time, and especially if you have a team that has used this before, ask them to fill out their templates before the workshop. That way you can spend less time writing and more time talking about them with each other.

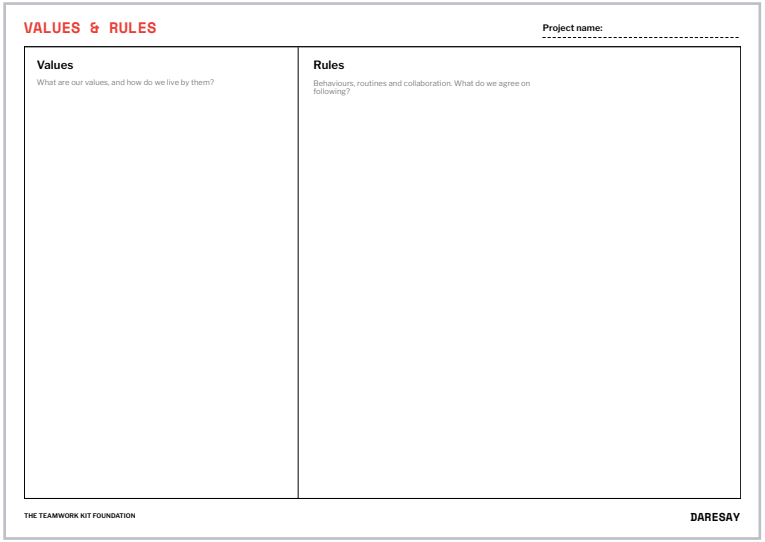
6. Work Culture

Time: 20 min. **Material:** A4 papers, colourful pens

Now that you know who you are and where you are, let's talk about why you're here. In this section, you'll connect the work to the larger organisational values, for yourselves individually and for the team as a group.

Team Values

Most of us work for organisations that have a stated set of values, and those values are probably written in a way that leaves room for interpretation. That can leave them feeling vague, but it also makes them easy to connect with emotionally and professionally, if we take the chance to see them as something more than some nice ideas on paper. But what if you could take some considered steps toward building them into your daily work? This is your opportunity to do that. You'll use these values, along with the Team Templates, to create your project rules. You'll add your own team values, so that everyone feels personally invested in the work.


VALUES & RULES

Project name:

Values

What are our values, and how do we live by them?

Rules

Behaviours, routines and collaboration. What do we agree on following?

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The Value and Rules poster

What to do

Collect up the organisation's values (your own, your client's, or a mixture of the two) and make sure you can present them to the team during the workshop.

Seed the group with some examples from past projects, or use the ones in the sample templates.

Make sure people have some time to work by themselves on this, creating both individual and collective examples.

Get the team to describe some specific scenarios for putting those values into action. If you're familiar with user story creation, try using that format, so that it's clear to each person what it looks like, to themselves and each other. It's also a helpful way to visualise the successful application of values, and feel a little bit inspired.

Once you've done this, cluster them and create a set of values, with how each can or will be applied.

Team Rules

These aren't rules imposed externally, or from above, these are made for your team, by your team, with the purpose building trust and accountability. They should support, validate, and facilitate a safe environment for all, rather than necessarily restrict anyone (unless the thing being restricted harms the team or its members). For this section, you'll use the "Needs" items on the Team Templates, so that your rules will help the team's individual members as well as the group, and the Values list you made just above, so that you can build your way forward with multiple factors in mind.

What to do

▷ Turn to the "needs" items on the Team Templates, and begin to turn those into rules and guidelines for the team in this project.

▷ If there is conflict between the rules (i.e., one person has written "no meetings before 10am" and another has written "all meetings early in the morning" as their needs), try sticker voting to determine a reasonable window that doesn't deny anyone's needs. If the conflict can't be resolved in this way, make room for discussion and consensus-building, and be sure to model active listening as that happens.

▷ Get the team to physically use the Team Templates, rather than a summarised list. It will help them remember that these needs belong to the people in the room, and encourage them to validate one another. Rules should benefit the group, but that also means acknowledging people's individual needs

POWER GRAB

Be aware of the power dynamics in the room here, especially where some team members might have power they aren't aware of, whether that's due to background, personality, seniority level or some other factor. For the group to truly own the rules they make, it's important that someone's individual power or advantage not be a factor in whether a rule is established. In other words, this is a time to pay special attention to the unconscious biases each of us has — including your own.

7. Plan Your Journey

Time: 10 min. **Material:** A4 papers, colourful pens

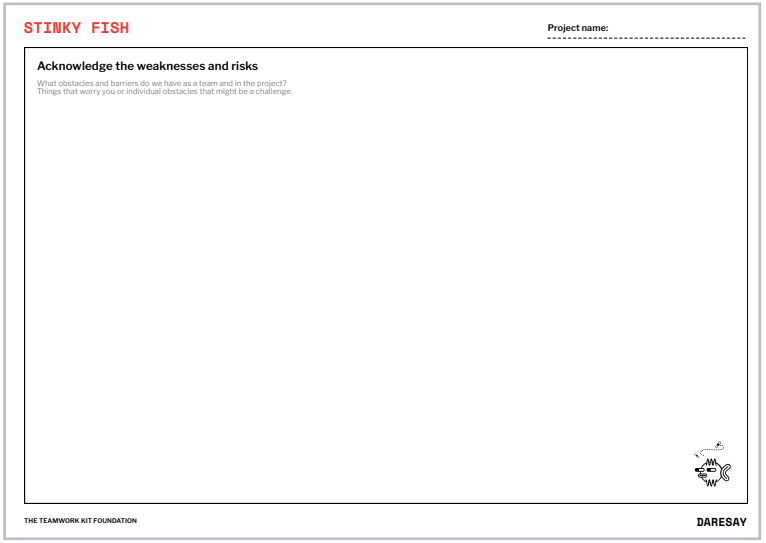
Now that you're all fired up, it's time to give the plan a chance to do the thing all plans do: fail at the first contact with reality. This final section is where you'll give space for concerns and issues, and then make a plan to get things done.

Stinky Fish

What obstacles and barriers do we have as a team and in the project? What are some things that worry you? Or are there individual obstacles that might be a challenge? This exercise comes from Hyper Island, who named it because a fish, left unattended, doesn't get less rotten. No matter how small it is, it's going to get worse the longer you leave it. Better to find out early than to spend time later trying to figure out where that smell is coming from.

What to do

- Make sure everyone sees a range of good examples of stinky fish, whether that's from the sample template, or from your own past projects or personal stash of worries.


STINKY FISH

Project name:

Acknowledge the weaknesses and risks

What obstacles and barriers do we have as a team and in the project?
Things that worry you or individual obstacles that might be a challenge.

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DARESAY

Stinky Fish poster

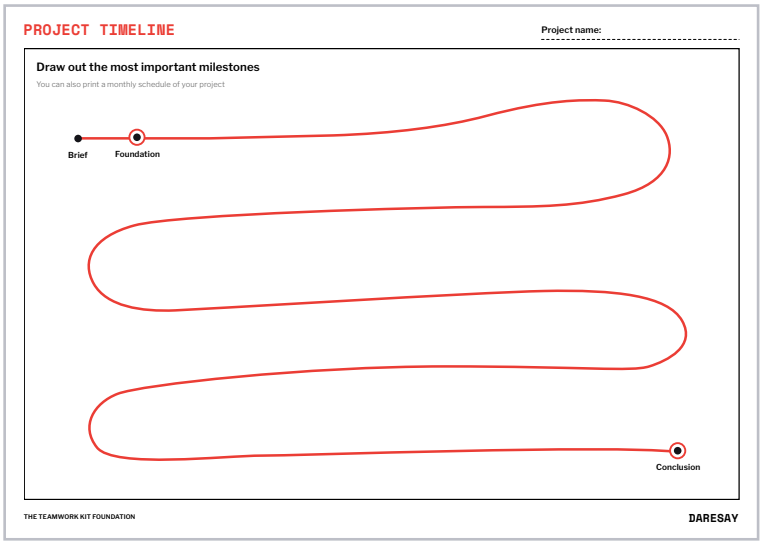
- Let people work on this solo. Comparing notes during the sharing portion is a small but valuable bonding opportunity.
- Remind team members to write one stinky fish per stickynote, since you'll want to cluster them later.
- Once you start sharing, participants will almost always start looking for solutions right away. Remind them this is a chance to bring up issues that need to be addressed or that might come up later, not to solve them. If the solutions are simple enough, give them space to do that, but then redirect them to the purpose of the task.
- If everyone has a similar concern, or there's something potentially quite challenging, reassure the team that you can all discuss it separately. It can help alleviate some otherwise distracting anxieties about whether there will be time to talk about it later.

THE TEAMWORK KIT

Project Timeline

Its time to put it all together. How will you put the routines into action, accounting for the shared rules, the concerns raised when you did the Stinky Fish and the values you want to apply? Now that you've raised the issues and challenges, how can you ensure that your plan and process can be integrated into your daily work, weekly meetings, and monthly targets? This is where you'll answer questions about whether you'll have Alignments as standalone sessions, for example, or if they can take the place of some of the regular project meetings.

- ☑ How will you recruit people for Popups, and who will be responsible?
- ☑ How often will you do a Feedback session, and when will you start?
- ☑ What known activities can you tie your new habits to, so you'll be more likely to do them?



Project Timeline poster

What to do

Book as many sessions as you can while everyone is still there, but not so many that people start to feel they can rearrange them later - it's important that no one see this part of the work as an optional extra. Talk together about how you'll map this to the overall project plan, if that's been made separately.

If your organisation is the kind that's reluctant to make time to talk about ways of working, or sees it as a "fluffy" and therefore somehow less valuable task, make sure you find ways to integrate work into standard meetings, workshops and time-frames.

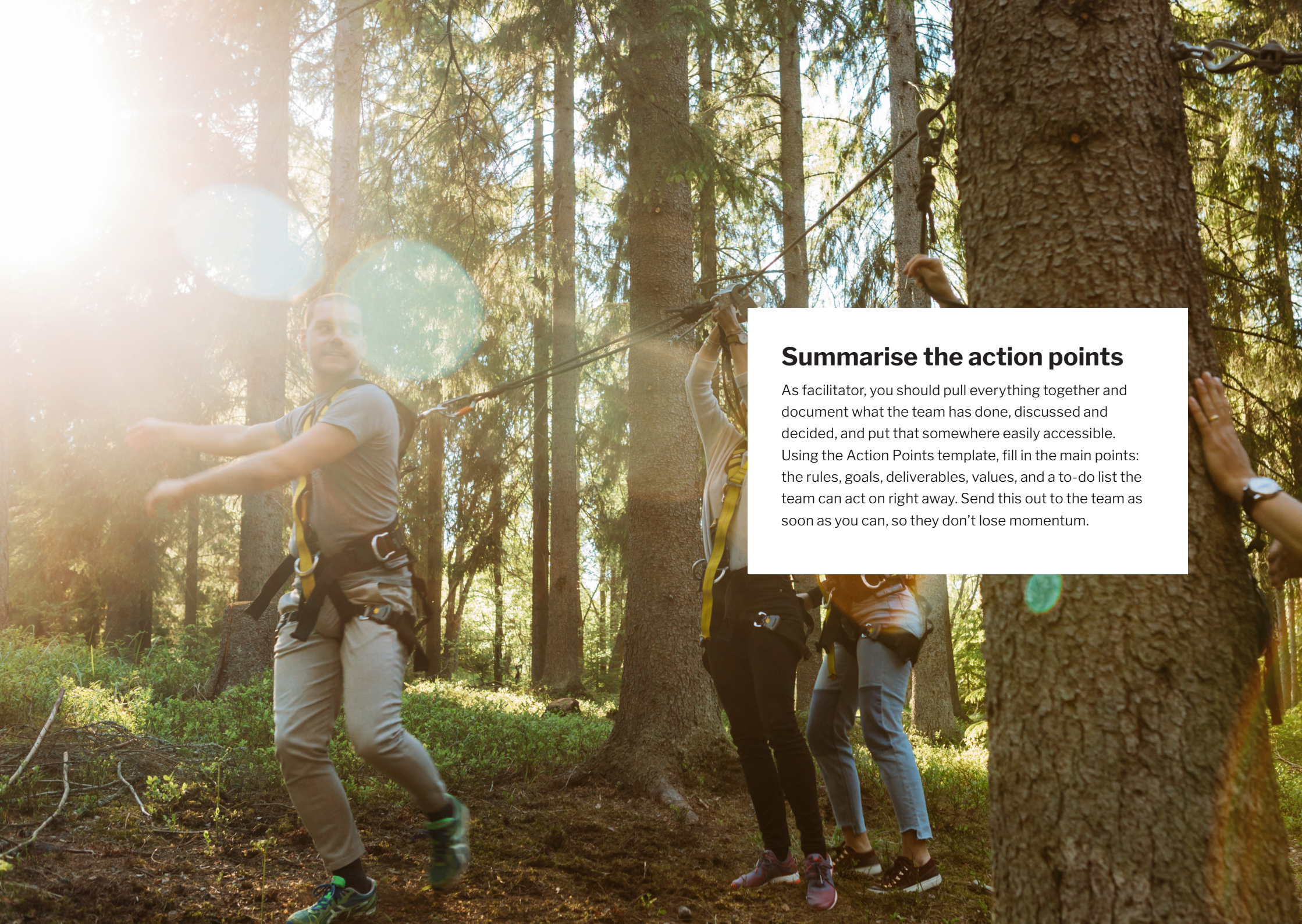
Plan for reality, not ideal worlds. Once an organisation sees the team demonstrate the benefits of The Teamwork Kit, they may be more interested in opening up the time for it, but it's okay to tweak and adapt things in order to get there.

Show examples from past projects and the sample projects, so the team understands how to suggest or plan activities and times.

Pick some fun milestones to look forward to and talk about how they will be. Helping each other visualise the journey will make it more relatable and inspiring.

Team Fun

Nothing is as exciting as enforced fun, right? But seriously, this is valuable, and doesn't have to feel forced. It's just nice to finish on a high note. If you're doing this before lunch, just have lunch together. If you're already short on time, do a brief energiser or team bonding exercise just to close things off. It's probably been an intense session, so you want people to feel a sense of shared completion and success.



Summarise the action points

As facilitator, you should pull everything together and document what the team has done, discussed and decided, and put that somewhere easily accessible. Using the Action Points template, fill in the main points: the rules, goals, deliverables, values, and a to-do list the team can act on right away. Send this out to the team as soon as you can, so they don't lose momentum.

ALIGNMENT

INTRO

No matter how good your plan, how solid your intentions, or even how clear a picture you have of your team, your plan will not survive its first contact with reality. And that's okay. An alignment is designed to address this. It happens somewhere between 4 and 6 weeks into a project and should take between one and two hours. It will leave you with a set of prioritised actions, and a little (or a lot) less anxiety.

If you work in sprints, you can use an alignment as one of your retrospectives, since it fulfils a similar function:

- ☑ How are we doing?
- ☑ What are we doing well?
- ☑ What can we learn from?
- ☑ And how are we contributing to continuous improvement?

STEPS IN THIS SESSION

Time estimated:
3–5 participants = 2 hours
5–8 participants = 3 hours

1 Check-In

10 min. The check-in is a chance for the team to fully arrive, physically and mentally. (44)

2 Update Foundation Posters

15 min. This is a chance to talk about what's happened until now and how it compares with what was supposed to have happened. (46)

3 Mapping The Events

30 min. Things will have changed. Plans, even good ones, don't stand on their own, and external and internal factors can derail you. This is a chance to talk about the realities of the project. (48)

4 Start, Stop, Continue

20-30 min. Once you've talked about realities, what will you do about them? This is where you talk about what there should be more of, less of, and none of. (50)

5 Priorities and Actions

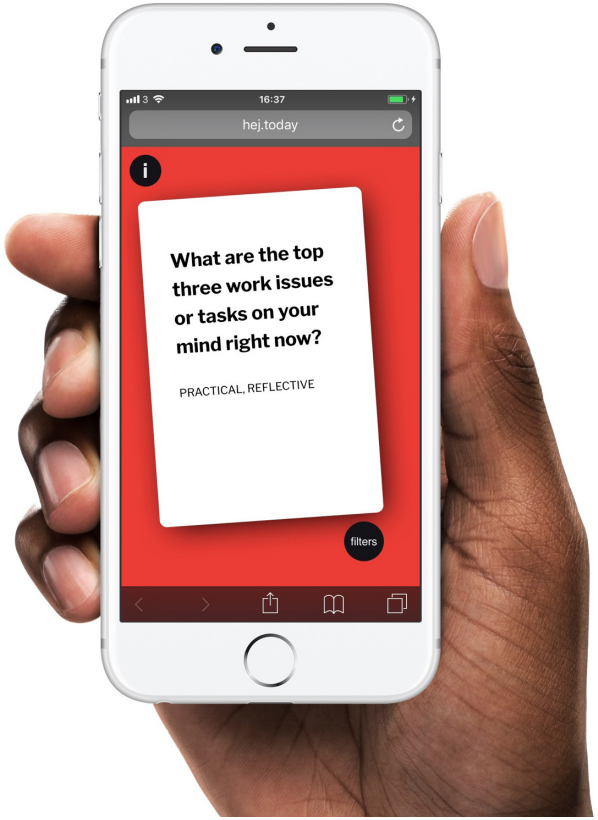
20-30 min. If you don't prioritise the items you made above, you'll just get an increasingly long list of tweaks and changes. This is where you turn a potential snag list into a prioritised list of actions that will make everything smoother and the team happier. (52)

6 Feedback

15 min. Don't miss a chance to give and receive some feedback. It helps bond the team and ends the session on a high note. This is optional, but recommended. (54)

THE TEAMWORK KIT

1. Check-In



SAY NO TO BULLIES

Some members, especially if they're unhappy or if the team has been stuck in a conflict stage, might express discontent or demonstrate a need to talk more about something that's bothering them. If that's the case, find a quiet moment to plan a time to talk further. Conversely, it can also be a time when bullying tendencies might come out, especially in subtle ways. If you spot blaming or passive-aggressive behaviours, address it immediately. In the group, ask the person to re-frame or rephrase their statement, and if this doesn't work, take it outside the group. For The Teamwork Kit process to work, there can't be any tolerance for bullying, even if it's from a position of unconscious bias or unaddressed power.

2. Update Foundation Posters

Time: 15 min. **Material:** A4 papers, colourful pens

This is where you'll revisit the Foundation material and compare and contrast what you set out to do, and what you've actually been doing. You'll decide what to keep doing, where you need to right a wrong turn or meet an unexpected challenge or change, and what you need to start doing as a team or individually. Team members will also get a chance to update any individual goals if they've changed during the course of the project.

If not much has changed, this section will be a hygiene item you can check off in just a few minutes but it could take much longer if there have been a lot of challenges, changes, or updates. About a week before the Alignment takes place, assess the time block you booked for it back when you held your Foundation workshop and consider if you need to change or add more time. Don't shorten the session, however – if you have extra time, spend longer on feedback.

What to do

- Put the timeline, goals and deliverables posters, and team posters somewhere people can see them. Team members will arrive with some ideas about what's needed, but you can also give them five or so minutes to look at the material and refresh their memories.
- Together, use the questions below to guide your discussion, and make sure you use some kind of time-boxing to keep things from derailing too much.
- Has anything changed in the project since our last meeting, and if so, do we need to update the posters?
- Are there elements that can be reframed or restated so that they are clear and actionable?
- Is your team poster up-to-date? How are we each working on individual development goals, and is help needed from the team? Do these goals need to be adjusted?
- If there's a new team member, help them fill out their Team Template in advance. Show them the materials the team has created so they get an understanding of how theirs should look. Make some space for them to ask questions and ask them supportive questions to ensure they don't feel too lost.
- If someone has left the team, look together at their Team Template to make sure their duties have been redistributed correctly and make sure everyone's clear who has taken over what.

THE TEAMWORK KIT

3. Mapping the Events

Time: 30 min. **Material:** A4 papers, colourful pens

In this part of the session, you'll create a timeline with milestones that stand for key events during the time since the last meeting, as a way to discuss how things have gone so far, and start to make connections between activities, events, and the team's emotional experiences of the project. Then you'll decide what to start doing, stop doing, and continue with.

Timeline Exercise

This is where you'll review the project as it's gone so far, and discuss your experiences of it, to create a way forward that works for everyone and for the project.

What to do

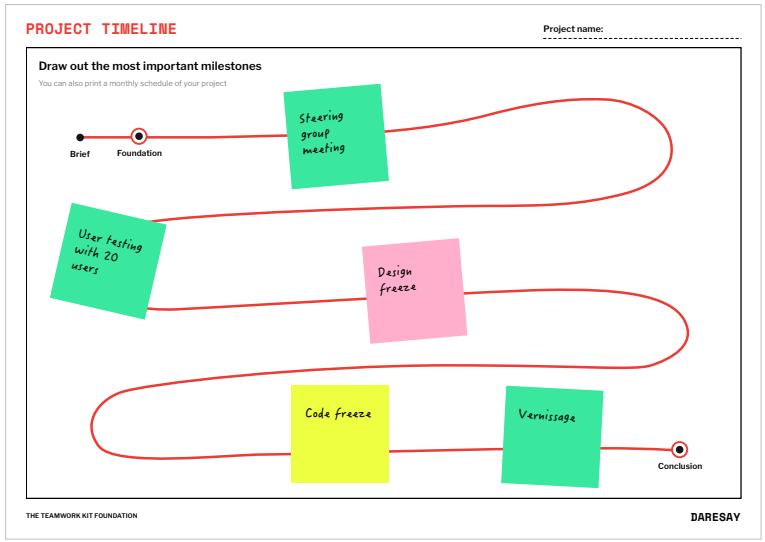
Put the timeline on the wall or draw it on a whiteboard/ flipchart if you don't have a timeline poster. If you've created it in advance, make sure the group agrees with the representation of events that you've shown.

Have each person add events that are individually relevant to them, working solo with a stack of stickynotes and adding them to the timeline as they go. These can be actual events, such as finally getting in touch with an elusive stakeholder, or moments of importance, such as when the problem finally started to seem clear.

Then have them create an 'emotional curve' of their personal experiences so far, and draw it on the timeline. Use different coloured pens for each participant, and label each line with the person's name.

If the team isn't clear about how to do this, or they have difficulty opening up about the emotional part, offer your own first, and show a few good examples.

Then, spend 10 minutes sharing and discussing what the team has created. Make sure you time-box this and help the team stay on topic. It may be tempting to start going down rabbit holes, but it's important to prevent that. It might be best for you to go through the stickynotes yourself and ask people for clarifications or details as you go, rather than have each person present their contribution.



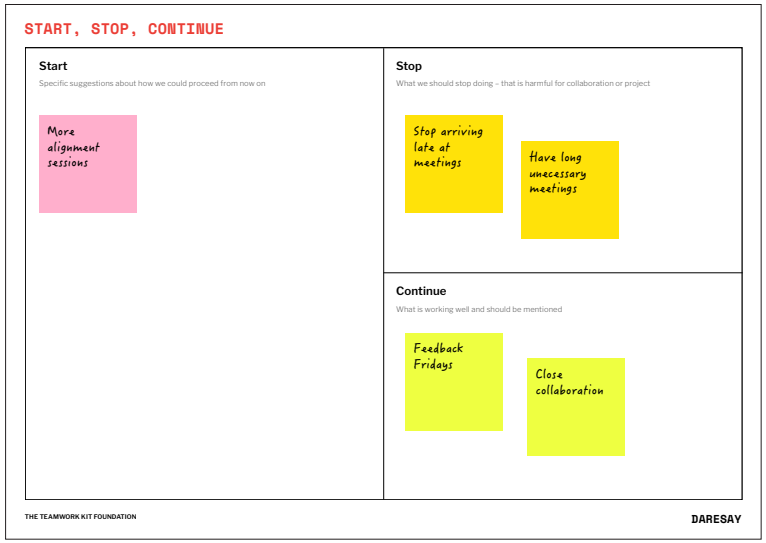
Project Timeline poster

THE TEAMWORK KIT

4. Start, Stop, Continue

Time: 30 min. **Material:** A4 papers, colourful pens

Here's where you'll take a few minutes to translate your activities, challenges, successes and emotional experiences into a way forward. The result will be a list of things that will be a mixture of the practical, such as "We should work harder to start our meetings on time" and the emotional, like, "We should continue paying attention to the value of praise feedback."



Start, Stop, Continue Poster

What to do

Use the template provided or just draw three columns on a whiteboard or flipchart, labelling them "Stop," "Start," and "Continue."

Show them some examples, either from the sample poster below, or from a past project within the organisation.

Ask team members to write their contributions on stickynotes – as usual, one statement per stickynote – and stick them in the relevant column on the whiteboard. Where there are duplicates, they can feel free to group them as they go.

Give them 5–10 minutes and ask them to create a maximum of 3 stickynotes in total. It's fine if the 3 notes all belong to the same column. This is to save time and keep their thoughts prioritised.

THE TEAMWORK KIT

5. Priorities and Actions

Time: 30 min. **Material:** A4 papers, colourful pens

Now you'll spend a few minutes going over the contributions and turning them into actions. You may have a few dozen contributions in a large team, so pay special attention to prioritisation, to avoid adding too many new factors. You'll start to notice patterns emerging, so prioritise those and make a list of actions. You may also see a need to realign team responsibilities or shift schedules.

What to do

An experienced team might have clustered their contributions as they went along. If they haven't, you can do that now. Cluster them yourself or invite the team to help, giving them a chance to see what others have written.

If there are patterns emerging, team members are likely to agree on what they are, but they may not agree on what should be done about them. Take a few minutes to discuss them, and try sticker voting if you need help with priorities.

Make a list of things to start doing, stop doing, and continue doing. Teams almost always want more clarity and more feedback, so if you haven't scheduled feedback for the end of this workshop, take a minute to get one into the calendar, or do an impromptu one later in the day, perhaps over a coffee.

6. Feedback (optional)

Time: 15 min. **Material:** A4 papers, colourful pens

We say this is optional because if you've had a lot of changes in the project, the team might just want to end the meeting and get back to work. It would be wonderful if everyone had the time to give each other positive and constructive feedback, but reality is messy, and you don't want this to feel rushed. But feedback is extremely important in strengthening the bonds between members, and adding it to sessions helps people get into good feedback habits outside of workshops and meetings.

What to do

If you have a large group, do feedback in small groups, and try to either divide them arbitrarily, or, if you've had a lot of frustrations, spread the 'cheerleader' personalities across the groups.

Use the templates in the Feedback section, or try your own by asking a specificquestion, like, "What is one characteristic the other person has that you wish you had more of yourself?"

Or, "What do you think the other person brings to the project that no one else can?"

Let them take a few minutes to think – not everyone can

come up with specific feedback on the spot – and write their feedback on stickynotes.

- If the group is relatively experienced together, you can go around and share in the large group.

- If they're fairly new or still not totally comfortable with each other or with Feedback sessions, let them share among themselves.

- Take the most positive stickynotes and hang onto them, so they can be brought out again later. It might even be fun to bring them out at the Conclusion and see if the team can remember who the subject was for each one.

- A more mature group can handle constructive criticism, but critical feedback is easier to take in when there's a relationship of trust. If the team is in a conflict stage, keep things focused on positivity and praise only. You can dial up critical feedback as the group matures, but always make sure there are more positives than negatives.

TIME CRUNCH

If the first section of your alignment was longer than planned, you may feel time is too tight to do a Feedback session. But resist the temptation to cut it out entirely, especially if the team identified a need for more feedback. If you're pressed for time, try an abbreviated session. For example, have team members give structured praise feedback in pairs or groups of 3, publicly or individually.

FEEDBACK

INTRO

The point of a Feedback session is to improve collaboration and strengthen relationships within the team, elevating the team as a whole. First, a pep talk for you, the facilitator. For too long, and for too many people, feedback has been conflated with criticism, which, in some circles, ends up being synonymous with “an excuse to be excessively blunt without consequences.” You’re here, along with your team, to break that culture into tiny, much sweeter pieces that don’t hurt so much going down.

Sometimes we need to hear uncomfortable things about ourselves in order to unlock the better selves within, but it’s important to learn and maintain a distinction between ‘good pain’ and ‘bad pain’. Like with sports, some soreness from exertion can be a sign of growth and progress, but pain from injury is just pain. Feedback might sting, but it shouldn’t wound. You and your team deserve to grow and share without the bad kind of pain.

When you run a Feedback session, you should tell your team some of these things, in whatever way is comfortable for you to communicate them.

STEPS IN THIS SESSION

1 Decide Feedback Rules

15 min. Will you do this individually or as a whole? What template(s) will you use? (62)

2 Use Templates To Do Activities

15 min. Choose based on your needs and opportunities right now. (63)

3 Give Feedback

15 min. Give feedback with each other! (64)

4 Check Out and Praise

15 min. Make sure you end on a high note. (66)

BUILD SAFETY

People are afraid of feedback for all kinds of reasons. They're afraid of being mocked, belittled, or patronised. Maybe they're also afraid of being praised for something they aren't responsible for, or that was an accident (thus raising expectations they aren't sure how to meet). In other words, even if the team has been told it won't hurt, there are many reasons people find feedback scary, so it's important not to dismiss those fears, and to see Feedback sessions as a way of building safety before you start building on it.

1. Decide The Rules

Time: 15 min. **Material:** A4 papers, colourful pens

We all need a safe environment before we can give and receive criticism. In Feedback sessions, we can raise the level of critical feedback only as the trust grows. If the group is relatively experienced together, you can go around and share in the large group.If they're fairly new or still not totally comfortable with Feedback sessions, let them share among themselves until they feel safer.

What to do

Make sure the room is comfortable and private enough that people outside the team won't overhear. Even if they won't hear anything "bad", it can feel awkward, and you want to make an atmosphere that's as comfortable as possible.

Remind the team of the general session guidelines, and the team rules that are relevant for this session.

Spend a few minutes deciding together whether you'll do individual feedback or stay in the larger group.

If you have a large group, we suggest that you do feedback in small groups, and try to either divide them arbitrarily, or, if you've had a lot of frustrations, spread the 'cheerleader' personalities across the groups.

2. Use Templates to Do Activities

Time: 15 min. **Material:** A4 papers, colourful pens

When you choose templates, make sure you choose the ones that are right for your team's size and development stage.

What to do

With the team, choose the method or methods you want to use from the templates – or your own, if you have a way you prefer.

In the early stages, or if there's been recent frustration and conflict, keep things focused on praise and positivity only.

A more mature group can handle constructive criticism, but critical feedback is easier to take in when there's a relationship of trust. You can dial up critical feedback as the group matures, but always make sure there are more positives than negatives.

3. Give Feedback

Time: 15 min. **Material:** A4 papers, colourful pens

It's important here, if you haven't already, to emphasise an important point with the team. The old adage that we can learn more from criticism than from praise is only partly true. One of the reasons we can connect more with criticism is that it tends to be more specific (vague criticism tends to – often rightly – get dismissed as just cranky). It's usually easier to take action on critical points, so we connect that with a feeling that it's worth more than hearing what we've done well, or should keep doing.

When we give praise, we're often less careful about what we're praising, so it's harder to be actionable, and has collectively left us with the impression that we should discount something that can be so uplifting and motivating. Yes, our growth needs critical feedback, but we can learn from praise. So go ahead and heap it on, just be specific about it.

What to do

- Let them take a few minutes to think – not everyone can come up with specific feedback on the spot – and write their feedback on stickynotes, one per stickynote.
- Ask them to share, in whatever way you'd decided is appropriate for the session.
- When giving critical feedback, remind the team to keep everything grounded in "I" statements, and to focus on specific actions and behaviours, depersonalising the critique as much as possible.
- If your team is still getting used to critical feedback, give them lots of examples of ways to frame and phrase what they want to say, and give them negative examples, too, to bring their own ideas into focus.
- Make sure you keep an ear out to help anyone who is struggling to give or receive something critical in a way that can really be taken in.
- Take the most positive stickynotes and hang onto them, so they can be brought out again later. It might even be fun to bring them out at the Conclusion and see if the team can remember who the subject was for each one.

4. Check out and Praise

End on a high note! As a team, reflect on the session. How did it feel, and what does it tell us? Is there anything we should do to be better prepared for Feedback sessions, or to make more out of them?

Then, go around and check out with a praise, individually or for the whole team.

NON VIOLENT COMMUNICATION

While using nonviolent communication (NVC) techniques in a Feedback session can be really helpful, one of the critiques of NVC is that it can still be used by people whose hearts aren't in it, and turned into a sort of language game for delivering unsupportive feedback. This is a situation where you can step in. Start by trying to mirror what they're saying, and see if they confirm that. If you're still unsure or if their recipient seems really uncomfortable, change up the groups or move quickly onto a praise template. As we mentioned in the Handbook, there are situations beyond which you can't help, but first, it's useful to support everyone from an assumption of good faith. Again, be aware here of the power dynamics – both formal and informal – in the group or pair.

POPUP

INTRO

By the time you have your first Popup session, you'll probably have started to conquer your fears about feedback within the team. Now it's time to start looking outwards. The purpose of a Popup is to share what you've been working on with people outside the team, and to get feedback that will help you take a step back, get some new perspectives, and start to build your way forward. But on a deeper level, Popup sessions also serve, in a small way, to shape organisational culture: building knowledge-sharing, breaking down barriers, and cultivating a culture of feedback that isn't just top-down.

When you run a Popup, it's important to keep things comfortable but still structured enough that the invited guests really feel you're respecting their time. Choose a space that's welcoming and prepare them in advance with what they will be asked to do. If you want them to arrive as total blank slates, make sure they know this is your intent, or they might feel as if they haven't done their homework.

It's important to prep this session with a bit of extra conscientiousness, to get the most out of the time and energy everyone puts in.

STEPS IN THIS SESSION

Time estimated:
3–5 participants = 1 hour
(The larger the group, the more time you need for each task.)

1 Invite Your Guests

10 min. Make sure you invite the people who can give you the kind of feedback you need for your problems or the phase your project is in. (74)

2 Set Guidelines and Expectations

10 min. What kind of feedback is encouraged and discouraged? What will be asked of participants? (76)

3 Projects and Challange

10 min. Show your invited participants what you've been working on, and introduce the specific challenges you need to address. (77)

4 Feedback and Discussion

30 min. Get the participants to share their thoughts, perspectives and experiences, and have a discussion. (79)

1. Invite Your Guests

Time: 10 min. **Material:** A4 papers, colourful pens

When you're preparing for the session, make sure you invite the right people. If you need last-mile feedback, you might need a different set of participants than if you're having a specific problem. If the team has been flagging or feeling unsure of themselves, try to invite someone you already know to be good at giving motivating feedback. Even if what you need is the cold, hard truth about the work that needs doing, it's good to have someone in the room who can help the team build the confidence to go out and do that work.

What to do

Invite the guests. Modify the email template provided, or use your own. Just make sure they know what's expected of them in terms of time and effort, and why they're specifically being asked. Do you just need an outside perspective, or do you need their perspective? If so, why?

Brief the team about who will be there. Let them know if anyone who is coming has any special experience or insights that will be extra helpful to the team. And remind them that they don't have to take all the feedback on – it's feedback, not a list of demands.

INVITATION TO YOUR GUESTS

Dear [colleague/friend/peer],

Our team is working on a project called [name of project]. We're at [point in project] and we're ready for some mid-project insights from people outside the team. We'd like to invite you to a short Popup feedback session designed to gather feedback on some specific challenges. The session will be [length of time between 30 and 60 minutes) and take place at [location and time].

We'll give a short overview of our project, and then introduce one or two challenges that we're having. We think your experience with [thing you specifically want to draw on] can help us to [specific thing you want to overcome in the project, or tell them that it's open]. You don't need to prepare anything.

If you can attend, please let us know if you have any access needs that we should consider.

Best regards,

[Your name and role]

You can copy and paste this email template

2. Set Guidelines and Expectations

Time: 10 min. **Material:** A4 papers, colourful pens

Some of your participants might not be familiar with the process you'are using, so Popups might be new to them. There's no need to explain what The Teamwork Kit is, but it's good to let them know what's about to happen and what the guidelines are for the session. Tell them that you're looking for particular types of feedback, but remind them this isn't as formal as a test.

What to do

Give each participant a pen and a few sticky notes.

Tell them that the team will present the background of the project and outline the challenge they're having, and that they should write their thoughts and feedback on the stickynotes quietly while the team is presenting.

Invite them to write questions on the stickynotes, rather than interrupt during the presentation .

3. Project and Challenge

Time: 10 min. **Material:** A4 papers, colourful pens

Now the team presents the project overview and the challenge they're having. Depending on where you are in the work, this might be a close-to-done project, it could be a series of concept ideas you need to choose between, or a specific problem that needs outside help. The presentation can be a slideshow, a video, a demonstration of something, a physical model, or some other creative format you come up with yourselves. Just make sure it's compelling for the audience and provides enough context for the participants to give the feedback you need.

What to do

Tell the participants that you're going to present the project and challenge, and that they will be invited to share what's on their sticky notes (and on their minds) afterward, as part of a discussion.

If you want to get specific types of feedback, it's good to ask them to consider a one or a few key questions while you're presenting. Consider writing them on a poster or somewhere where they can see them during

the presentation (but not be distracted). You could create a poster with columns under it for the participants to stick their comments on during the next part of the session.

Make sure participants have enough context about what you're working on — what the brief was, who it's for, the purpose and goals of what you're doing, the approach you're taking and how far along you are — so they can understand what this is feeding into.

Unless you want general feedback, once you've given the context, keep the presentation focused on the challenge you're having. Especially in creative organisations, you want to help people resist getting caught up in trying to reinvent the whole project. Eagerness is great, but the wrong kind can sometimes derail you.

4. Feedback and Discussion

Time: 30 min. **Material:** A4 papers, colourful pens

The one thing that's probably not a danger here is that people will have too *little* to say, so your priority as facilitator is to make sure the team gets the right feedback for the right problem. And you may have to decide in the moment how to run the discussion part, depending on how many comments or individual pieces of feedback there are.

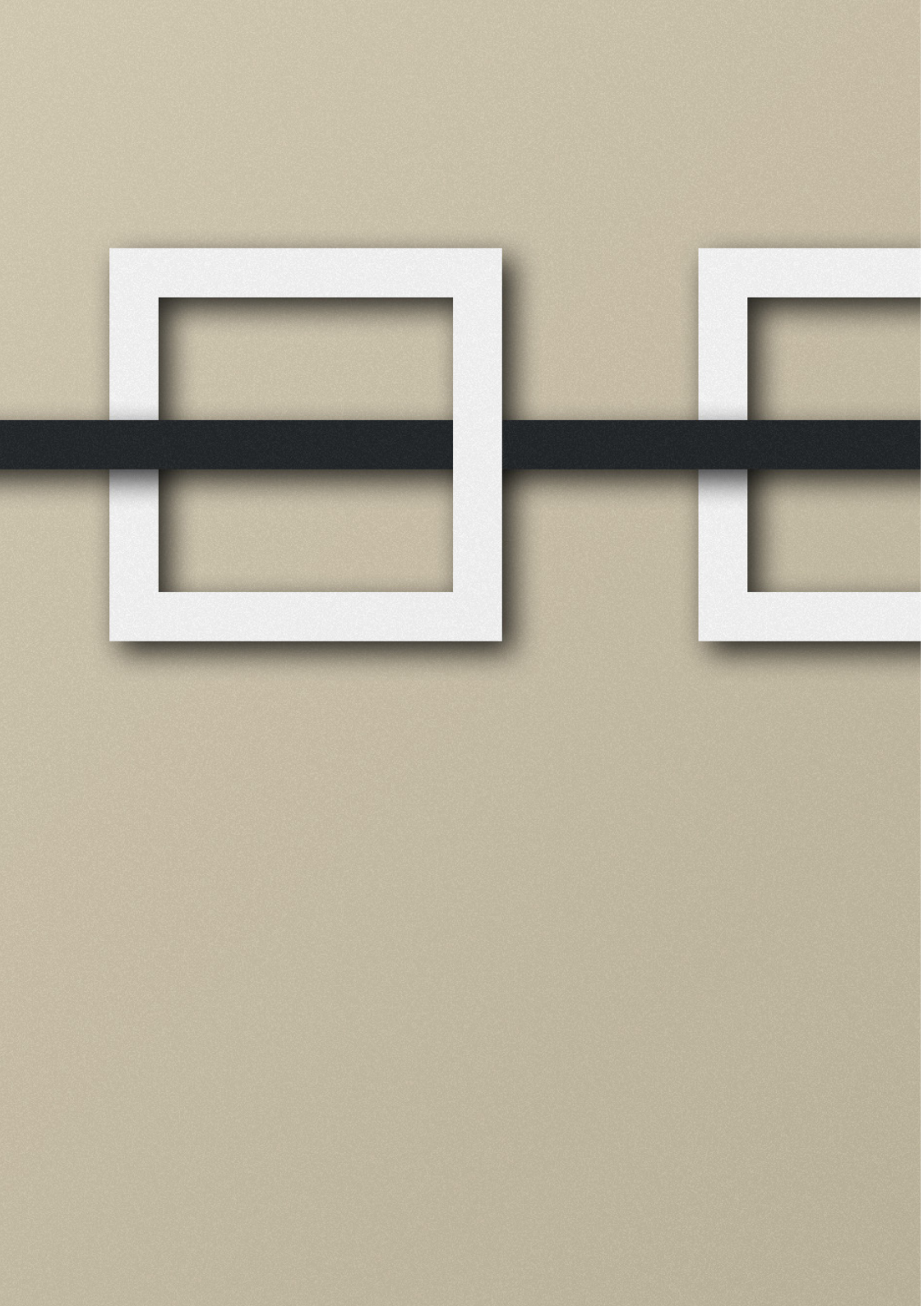
What to do

Open the discussion by reminding the group of the challenge questions.

You can run the discussion in whatever way works for you. You can call on people individually. Or you can go one-by-one. Or, you can ask people to stick their stickynotes on the wall, or on a poster, if you've created one. If it seems like people have written a lot of notes, you might want to go around the room by topic.

Decide if you want to have a discussion about each piece of feedback or have the participants present it all, and then discuss it at the end. If there seem to have been a lot of comments, it might be a good idea to let the sharing happen first and to time-box it (if you can), so you won't end up running out of time before all the ideas are shared.

CONCLUSION



INTRO

Don't skimp on the Conclusion. If you have time, take a morning or afternoon and let the celebrations spill into lunchtime or after working hours. You'll probably only do one Conclusion per project, but in the case of a project that goes on for a long time (more than a year or whatever is significantly longer than your usual projects), you may want to do one or two Conclusions at major milestones or deliveries.

It's important for the team to have time to reflect, not just for the sake of getting and staying aligned, but to see how far they've come, and get a chance to enjoy their success together. But it's also about pulling out the learnings from the project so everyone can grow and develop even more.

How many times have you wished you'd documented all your hard lessons before you had to go and learn them again, the hard way?

STEPS IN THIS SESSION

Time estimated:
3–5 participants = 1 hour
(The larger the group, the more time you need for each task.)

1 Check-In

10 min. You're used to these by now. Maybe you've even started doing them as a habit! Great work. (86)

2 Timeline Exercise and Project Milestones

10 min. You'll map out everything important that happened, then use those events to guide a reflection on the experience each person has had. (87)

3 Share and Collect Feedback and Insights

10 min. Now you'll share your moments, your highlights, lowlights, triumphs and disappointments. You'll document the learnings, too. (90)

4 Feedback on the Project

10 min. This is a short feedback session about the project, not about individuals. (91)

5 Check Out and Praise

10 min. Now it's time for a feedback session that just lets you pat each other on the back repeatedly. No matter how well you've bonded, there's probably still some unspoken worry hanging around. Ease it for each other with praise feedback. (92)

6 Celebration

If you have time, do something social outside the office. If you don't, just celebrate with a fika or whatever beverage is appropriate for your team or company. You deserve it! (94)

7 Documentation

10 min. What now? Document everything and make it easy to find the insights and learnings, especially for the next project. (96)

THE TEAMWORK KIT

1. Check-In

Time: 10 min. **Material:** A4 papers, colourful pens

The check-in is always chance for the team to fully arrive, physically and mentally, and express their feelings and moods about the project work or the day ahead of them. For a conclusion, the check-in might be fraught. Deadlines have just been met and, try as we might to prevent and alleviate unnecessary stress, some people may feel tired or too caught up in worries about the quality of their work to really appreciate the value of what they've achieved.

What to do

- If they're not talking much, offer your own to start.
- If the team has bonded well, they may have too much to say, so try a prompt or a specific question with the group to set a theme.
- Use a timer. Add 60–90 seconds for each participant.

2. Timeline Exercise

Time: 10 min. **Material:** A4 papers, colourful pens

Now it's time to review the whole journey, from initial contact, brief, and proposal, to whatever the team has just achieved. It's important for them to see the whole span of time, and if it's been a while, there may be things they don't remember. It's a good idea to take the time to prepare a basic sketched timeline before the workshop. The milestones aren't what's most important here. You'll use them as a basis to reflect on the work, the development of the team, and the ups and downs of the project journey. The team will use images and cut-out text to create a visual representation of the journey, as a way to aid deeper discussions about what went on, and distil the most important learnings.

Visual Journey

Don't worry about a template for this – you may need a lot of horizontal space.

What to do

Draw a timeline on a whiteboard or on a large roll of paper, and add the major milestones. If you've prepared it in advance, give the team a few minutes to see if there's anything missing, and add it.

Next, distribute the material. If you've brought magazines, stickers, and other craft or art supplies, make sure they're easily accessible to everyone.

If the team is new to this, explain that they will be using visual media to represent the project experience, as a way to get deeper discussions, even about more difficult issues. Invite them to use humour, especially if the thing they want to represent is challenging to talk about.

Turn on some quiet music to help aid their reflection and create an informal atmosphere in the room.

Tell them to choose things that represent something meaningful that happened during the project. These can be highlights, lowlights, learnings, stories, surprises – anything they're reflecting on.

TRY SOME PROMPT QUESTIONS

- When did you feel especially good or bad during the project?
- Was there a point where you learned to do something new? Was it part of your development goals?
- What was it like to manage stressful moments? Do you remember a particularly difficult day?
- Who was there when you experienced a small or big triumph in the project?
- Give the team 15 minutes or so to create their personal maps using the visual aids supplied, or anything they might have brought (experienced teams might arrive prepared!)

3. Share and Collect Feedback and Insights

Time: 10 min. **Material:** A4 papers, colourful pens

Now it's time to add the items to the journey map.

What to do

Individual members will have different quantities of stickynotes, cutouts, and illustrations. Ask them to add them to the journey map. If you have a big team, have them do this a few at a time.

As they stick them to the timeline, the team should use the 'emotional curve', putting positive moments above a central line, and challenging or negative experiences below. Let them use their judgment about how far above or below they add their items.

Draw a line representing the curve, and look for any patterns, especially where there are clusters of similar experiences or where interpretations of an event differ.

Ask them to spend about 5 minutes individually documenting the learnings they can see on the journey map, or that came from their experiences.

Take a picture of the journey map that you can send it to everyone later.

4. Feedback on the Project

Time: 10 min. **Material:** A4 papers, colourful pens

This is a feedback session for the project, not about colleagues. The point is to start preparing the ground for better projects and teamwork in the future. We call it "I Like, I Wish, What If".

What to do

Look at the timeline and have each person take about ten minutes to write down individual thoughts that fit into each of three categories: "I like," "I wish," and "What if." As usual, one idea per stickynote.

Add the stickynotes to the poster and cluster them, paying special attention to any duplicates. These will be part of your post-project insights.

5. Check Out and Praise

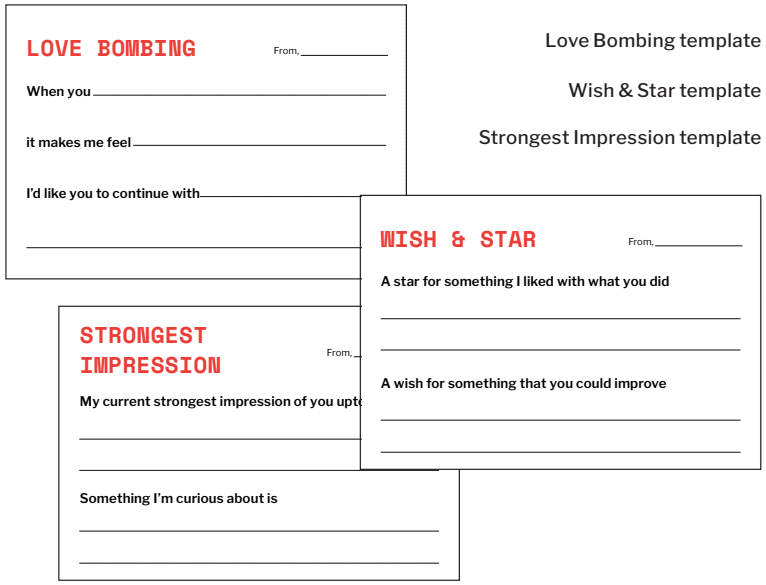
Time: 10 min. **Material:** A4 papers, colourful pens

This is another feedback session, a short one that is aimed at giving positive praise to your colleagues. No matter how well you bonded as a team by the end, there might still be some lingering worries hanging around. As you do this exercise, think about how you can make others feel, not just good, but safe to believe that they did a good job as a member of the team. If you know a colleague is self-conscious about a skill or experience level, find a really reassuring thing to say to let them feel really seen.

Try to praise people you've praised less than others throughout the project, if you can. This is about celebrating, and also about collectively healing the small tears, bumps and cracks that happen to us along the way. Sure, if someone is a little overconfident in a skill it can be to their detriment, but there are still so many other ways to praise them that will feed all the other things they need to hear. You might even surprise them by praising something they feel they're not good at.

What to do

Try one of the templates we've provided, or use something that works for you. Just make sure you keep it positive and specific. Mix them up if you want, or focus on one.



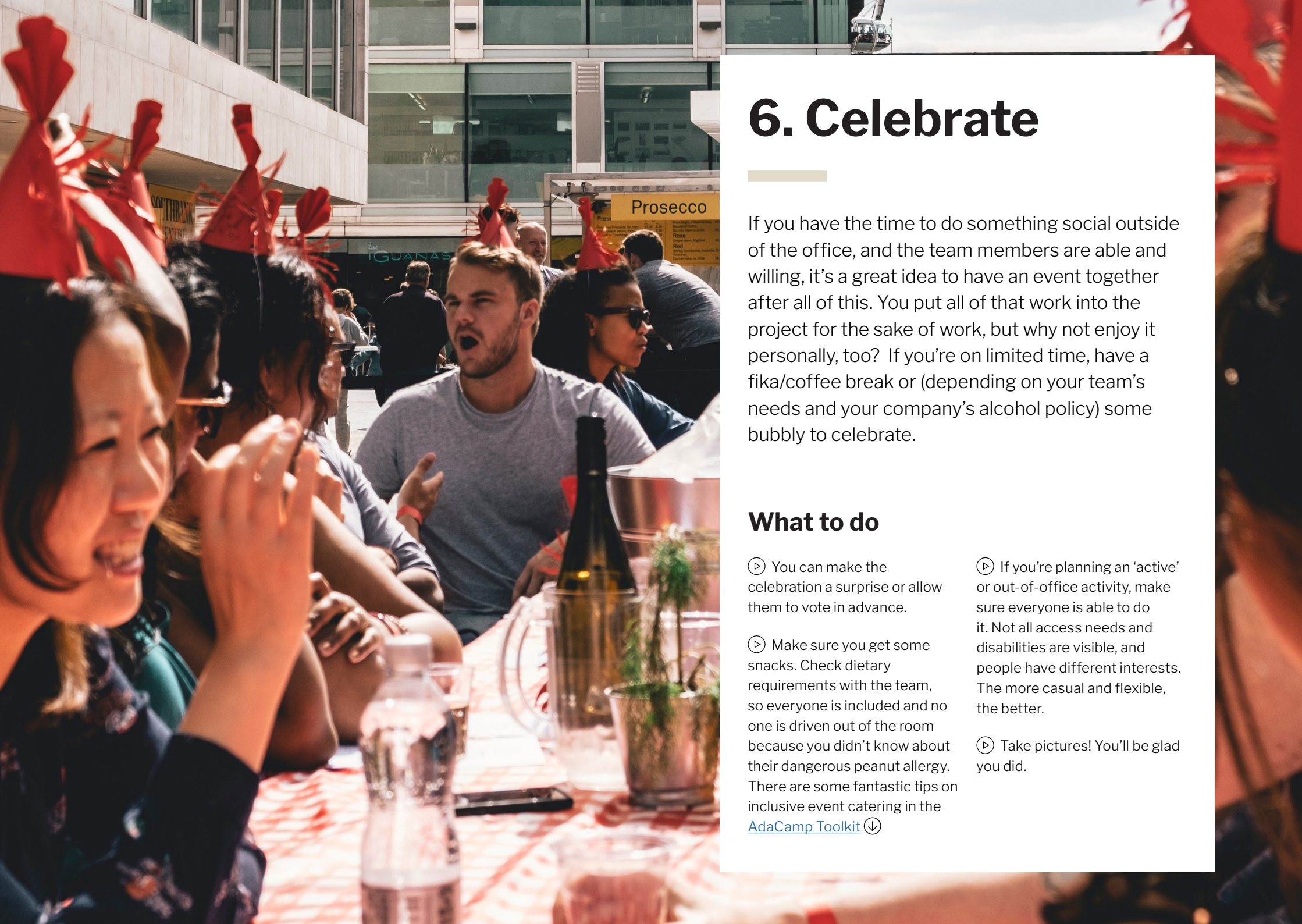
Love Bombing template

Wish & Star template

Strongest Impression template

You might even try kicking things off by pulling out some old praise feedback stickynotes and see if you can match them with the person they're about.

It's likely that you know this by now, but don't be afraid of the praise. There might be people in the group who are a little uncomfortable having people be so kind, but that's a thing we should be safe to get used to. Feeling like we're good at things helps us get better at them. We spend so much of our best years at work, this is about removing the fear from actually being there.



6. Celebrate

If you have the time to do something social outside of the office, and the team members are able and willing, it's a great idea to have an event together after all of this. You put all of that work into the project for the sake of work, but why not enjoy it personally, too? If you're on limited time, have a fika/coffee break or (depending on your team's needs and your company's alcohol policy) some bubbly to celebrate.

What to do

- You can make the celebration a surprise or allow them to vote in advance.
- Make sure you get some snacks. Check dietary requirements with the team, so everyone is included and no one is driven out of the room because you didn't know about their dangerous peanut allergy. There are some fantastic tips on inclusive event catering in the AdaCamp Toolkit
- If you're planning an 'active' or out-of-office activity, make sure everyone is able to do it. Not all access needs and disabilities are visible, and people have different interests. The more casual and flexible, the better.
- Take pictures! You'll be glad you did.

7. Documentation

Time: 10 min. **Material:** A4 papers, colourful pens

By now, you'll have a pile of stickynotes, some great pictures, and a head full of insights and learnings. Now what? There's no one way to do this, the most important thing is that everything the team learned is accessible to them afterward for analysis, reflection, discussion and implementation. The project conclusions will be useful when it comes to running projects, and setting up and supporting teams along the way. Try to do this within a week of the Conclusion, while things are still fresh in everyone's minds.

What to do

- Create a digital archive with the project name and date, and make sure it has a clear architecture. Name the files so it's easy to navigate.
- Use the template provided [link to template] to document the information, or create your own. It's hard to look at photographs of stickynotes, and besides, they're not as easily searchable.
- Send this information to the team once you've compiled it, along with more praise (yes, more!) and invite feedback.

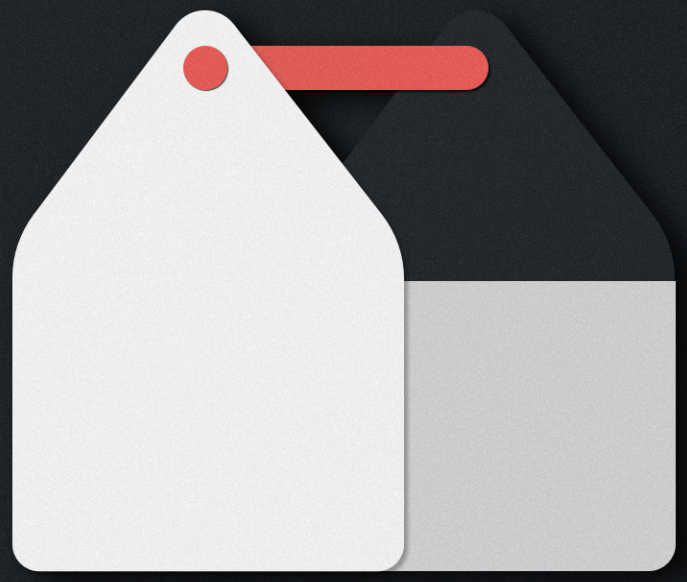
YOU DID IT!

Facilitation is hard work. The bulk of the effort is the kind of unseen emotional labour that can feel like it shouldn't be as draining as it is. But even a great project with very few bumps is exhausting because facilitation demands that you be 'on' all the time. Give yourself some quiet time. Take a chill-out afternoon where you do the small, mindless tasks you've been putting off. Heck, take yourself to a spa if that's within your means. If you're the sort of person who likes to reflect right away, make some learning notes for yourself. If you're the kind who self-flagellates when you're tired, put that off until you have the emotional energy to be honest and gentle with yourself.

Thank yourself – from us

- Please feel free to send us feedback about your experience, at the end, or at any point in the project. We have a team of support faciltators and we have a company of 80+ people using this approach in our work.
- The Teamwork Kit is a living project, and it gets better the more we know about how it works in reality for different teams, cultures, industries, and people, inside and outside of our organisation.
- Email us at teamwork@daresay.co (it's a monitored address, we promise!) or fill out the form on our website. Thanks again for trusting us to help your team build the trust they need to deliver great work together.

THE TEAMWORK KIT

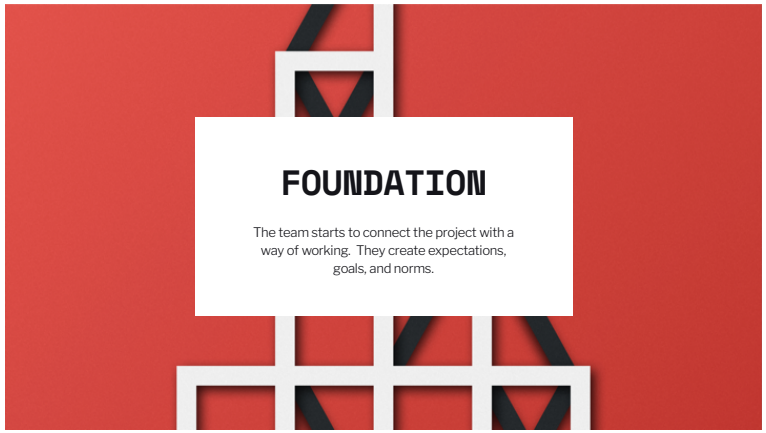


6

LISTS

FOUNDATION INVENTORY

Assets:
You will find all The Teamwork Kit templates and presentations at tools.daresay.io/teamworkkit



Foundation presentation

1 Check-In

Time: 10 min

2 Introduce The Teamwork Kit to Your Team

Time: 10 min
Templates: The Foundation presentation

3 Work Group or Project History

Time: 20 min
Material: Projector

4 Goals and Deliverables

Time: 20 min
Templates: Goals and Deliverables poster
Material: Pencils

5 The Team Template and Map

Time: 20 + 10 min
Templates: The Team Template poster + The Team Map poster
Material: Pencils

6 Work Culture

Time: 20 min
Templates: The Value and Rules poster
Material: Pencils

7 Plan Your Journey

Time: 20 min
Templates: Stinky Fish poster + Timeline poster
Material: Pencils

THE TEAMWORK KIT

ALIGNMENT INVENTORY

Assets:
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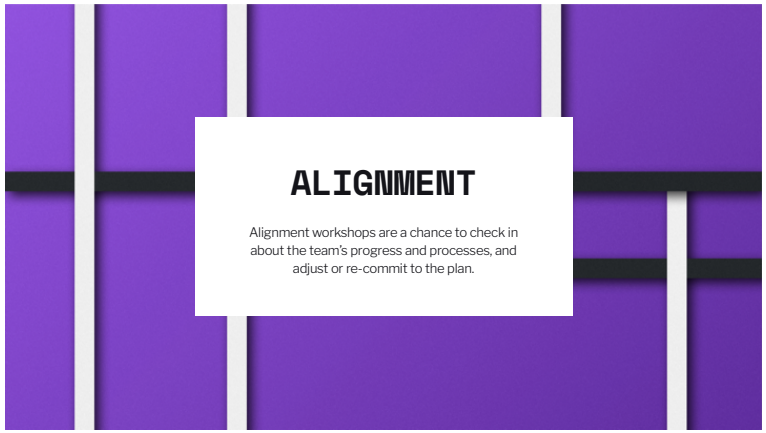


Alignment presentation

1 Check-In

Time: 10 min

2 Update Foundation Posters

Time: 15 min
Material: Pencils

3 Timeline Exercise

Time: 30 min
Templates: Project Timeline poster
Material: Pencils

4 Start, Stop, Continue

Time: 30 min
Templates: Stop, Start, Continue poster
Material: Pencils

5 Priorities and Actions

Time: 30 min

6 Feedback

Time: 15 min

FEEDBACK INVENTORY

Assets:
You will find all Teamwork Kit templates and presentations at tools.daresay.io/teamworkkit

1 Decide Feedback Rules

Time: 15 min

2 Use Templates to Do Activities

Time: 15 min
Material: Projector

3 Give Feedback

Time: 15 min
Material: Pencils

4 Check Out and Praise

Time: 15 min
Material: Pencils

POP-UP INVENTORY

1 Invite Your Guests

Time: 10 min
Material: Email invitation

2 Projects and Challenge

Time: 10 min
Material: Projector

3 Set Guidelines and Expectations

Time: 10 min
Material: Pencils

4 Feedback and Discussion

Time: 30 min
Material: Pencils

CONCLUSION INVENTORY

Assets:
You will find all Teamwork Kit templates and presentations at tools.daresay.io/teamworkkit

1 Check-In

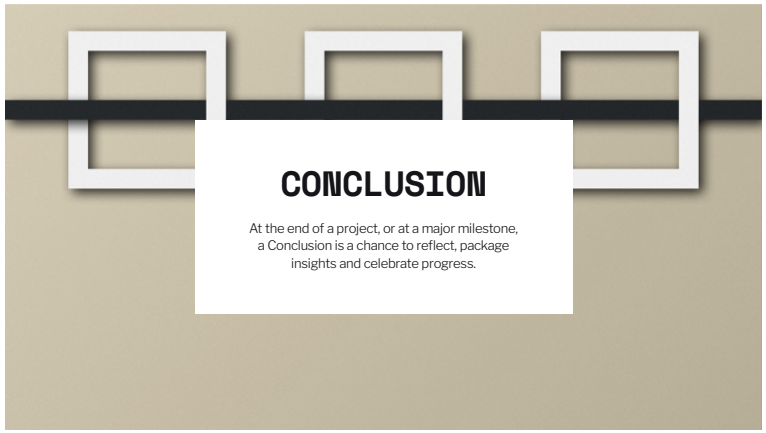
Time: 10 min

2 Timeline Exercise and Project Milestones

Time: 10 min
Material: Pencils

3 Share and Collect Feedback and Insights

Time: 10 min
Material: Pencils



Conclusion presentation

4 Feedback on the Project

Time: 10 min
Material: Pencils

5 Check Out and Praise

Time: 10 min
Templates: Love Bombing Template +
Wish & Star Template +
Strongest Impression Template
Material: Pencils

6 Celebration

Time: 1 evening

7 Documentation

Time: 10 min

The Teamwork Kit was produced by Daresay

Daresay was established in 2008. We're a full-service design and technology agency and we work with daring, curious organisations to build digital experiences that make them successful, customer-centric, and ready for the challenges of a digital-first world. We have a team of about 90 people, from 19 different countries, and our offices are in Stockholm and Umeå, Sweden. We're ready to take on your biggest digital and service design challenge.

This collection of methods was the answer to our own problems: we had unclear roles, fuzzy expectations, and not enough clarity around deliverables. A team of designers began reshaping our internal way of working in early 2016. With the help of consultants, content professionals, visual designers, client feedback, and a lot of trial and error, we've packaged our ways of working for anyone to use—that's what you're holding right now.

We hope it will help you and your team be better together!

The Teamwork Toolkit is released with a Creative Commons Attribution Sharealike Licence, except for the Stinky Fish exercise, which we recommend in the Foundation activity. Stinky Fish was developed by Hyper Island (toolbox.hyperisland.com), and any specific use of it should be credited solely to them.

With love from

DARESAY